



GREATER GIYANI MUNICIPALITY

PERFORMANCE AGREEMENT

2025/2026

Greater Giyani Municipality herein represented by

KHOZA VUSI DUNCAN,

in his capacity as the Municipal Manager (hereinafter referred to as
the Employer or Supervisor)

and

MAHATLANI TCF,

employee of the Municipality (hereinafter referred to as the
Employee).

WHEREBY IT IS AGREED AS FOLLOWS:

1
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1. Introduction

- 1.1. The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 This agreement does not at all replace the Employment Contract signed between the parties.
- 1.4 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals.
- 1.5 The Parties wish to ensure that there is compliance with Sections 57 (4A), 57 (4B) and 57 (5) of the Systems Act.

2. Purpose of this Agreement

The purpose of this Agreement is to:

- 2.2 Comply with the provisions of Section 57(1)(b), (4A), (4B) and (5) of the Act as well as the employment contract entered into between the parties
- 2.3 Specify objectives in terms of the key performance indicators and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality
- 2.4 Specify accountabilities as set out in a Performance Plan, which forms an Annexure to the Performance Agreement
- 2.5 Monitor and measure performance against set targeted outputs
- 2.6 Use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his job
- 2.7 In the event of outstanding performance, to appropriately reward the employee
- 2.8 Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery

3. Commencement and duration

- 3.1. This Agreement will commence on **1 July 2025** and will remain in force until **30 June 2026 (provided the employment contract signed with the employer is still in force)** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or **any portion thereof**.
- 3.2 The parties will review the provisions of this Agreement during June each year
- 3.3 The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than one month after the beginning of each successive financial year
- 3.4 This Agreement will **automatically terminate** on termination of the Employee's contract of employment for any reason
- 3.5 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon
- 3.6 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or Council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised

4. Performance Objectives

- 4.1. The Performance Plan (Annexure A) sets out-
 - 4.1.1. Key Performance Areas that the employee should focus on
 - 4.1.2. Core competencies required from employees
 - 4.1.3. The performance objectives, key performance indicators, projects and targets that must be met by the Employee
 - 4.1.4. The time frames within which those performance objectives and targets must be met
- 4.2. The performance objectives, key performance indicators and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include

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strategic objectives; key performance indicators, targets, projects and activities that may include dates and weightings. A description of these elements follows:

- 4.2.1. The strategic objectives describe the strategic intent of the organisation that needs to be achieved
- 4.2.2. The performance indicators provide the measurement on how a strategic objective needs to be achieved
- 4.2.3. The target dates describe the timeframe in which the work must be achieved
- 4.2.4. The weightings show the relative importance of the key performance areas, key objectives, key performance indicators to each other
- 4.2.5. The activities are the actions to be achieved within a project

5. Performance Management System

- 5.1. The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer
- 5.2. The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required
- 5.3. The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee
- 5.4. The Employee undertakes to actively focus towards the promotion and implementation of the KPA's (including special projects relevant to the employee's responsibilities) within the local government framework
- 5.5. The criteria upon which the performance of the Employee shall be assessed shall consist of two components, Key Performance Areas and core Competency Requirements, both of which shall be contained in the Performance Agreement.
 - 5.5.1. The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and the Core Competency Requirements (CCRs) respectively.
 - 5.5.2. KPA's covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
 - 5.5.3. Each area of assessment will be weighted and will contribute a specific part to the total score.
 - 5.5.4. The Employee's assessment will be based on his performance in terms of the key performance indicator outputs / outcomes identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

KEY PERFORMANCE AREAS	WEIGHT
1.Spatial Rationale	57.9%
1.Municipal Transformation and Organisational Development	5.26%
3. Basic Service Delivery and Infrastructure Development	0%
4. Local Economic Development	20.08%
5. Municipal Finance Management and Viability	0%
6. Good Governance and Public Participation	16.84%
TOTAL WEIGHTING	100%

- 5.6. Senior Manager's responsibilities are directed in terms of the abovementioned key performance areas.
- 5.7. The CCRs will make up the other 20% of the Employee's assessment score. The following CCRs are deemed to be most critical for the Employee's specific job.

Core Managerial and Occupational Competencies	Weight
Strategic Direction and Leadership	8%
Program and project Management	7%
Financial Management	6%
Change Leadership	6%
Knowledge Management	7%
Service Delivery Innovation	6%
Problem Solving and Analysis	6%
People Management and Empowerment	6%
Governance Leadership	6%
Communication	6%
Honesty and Integrity	6%
Core Occupational Competencies:	
Interpretation and implementation within the legislative and national policy frameworks	5%
Knowledge of developmental local government	5%
Knowledge of performance management and reporting	5%
Competency in policy conceptualisation, analysis and implementation	5%
Knowledge of more than one functional municipal field/discipline	5%
Competency as required by other national line sector departments	5%
Total percentage	100%

6. Evaluating Performance

6.1. The Performance Plan (Annexure A) to this Agreement sets out:

- 6.1.1. The standards and procedures for evaluating the Employee's performance
- 6.1.2. The intervals for the evaluation of the Employee's performance

6.2. Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force

6.3. Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames

6.4. The Employee's performance will be measured in terms of contributions to the strategic objectives and strategies set out in the Employer's IDP

6.5. The Annual performance appraisal will involve:

- 6.5.1. Assessment of the achievement of results as outlined in the Performance Plan

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- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA
- (b) Values on actual performance are supplied for KPI's and Activities under each KPA as part of the Institutional Assessment. Based on the Target for an activity or KPI, over or under performance are calculated and converted to the 1-5-point scale. These scores are carried over to the applicable employee's performance plan. During assessment, the employee has a chance to motivate for higher scores. The panel members have a chance to ask questions regarding
- (c) The final scores are converted to % Performance by making use of COGTA Performance Assessment Rating Calculator

6.5.2. Assessment of the CCRs

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met
- (b) An indicative rating on the five-point scale should be provided for each CCR
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score
- (d) The score is translated to a final CCR percentage through COGTA Performance Assessment Rating Calculator (refer to paragraph 6.5.1)

6.5.3. Overall rating

An overall rating is calculated by using the Performance Assessment Rating Calculator whereby a weighting of 80% is applied to KPA performance and a weighting of 20% to CCR's.

6.6. The assessment of the performance of the Employee by panel members will be based on the following rating scale for KPA's and CCRs

The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CMCs:				
5 (167%)	4 (133%-166%)	3 (100%-132%)	2 (67%-99%)	1 (0%-66%)
Outstanding Performance	Performance Significantly Above Expectations	Fully Effective	Not Fully Effective	Unacceptable Performance
Performance far exceeds the standard expected of an employee at this level.	Performance is significantly higher than the standard expected in the job.	Performance fully meets the standards expected in all areas of the job.	Performance is below the standard required for the job in key areas.	Performance does not meet the standard expected for the job.

6.7. For purposes of evaluating the annual performance of the Senior manager, an evaluation panel constituted

of the following persons must be established –

- 6.7.1. Municipal Manager
- 6.7.2. Chairperson of the Performance Audit Committee or a member of the Performance Audit Committee in the absence of the Chairperson of the Performance Audit Committee;
- 6.7.3. Member of the Executive Committee
- 6.7.4. Municipal manager from another municipality; and
- 6.7.5. Member from COGHSTA
- 6.7.6. The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (d) and (e).

7. Schedule for Performance Reviews

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7.1. The performance of each Employee in relation to his Performance Agreement shall be reviewed within the month following the quarters as indicated with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

- First quarter: July – September 2025
- Second quarter: October – December 2025
- Third quarter: January – March 2026
- Fourth quarter: April – June 2026

7.2. The Employer shall keep a record of the mid-year review and annual assessment meetings

7.3. Performance feedback shall be based on the Employer's assessment of the Employee's performance

7.4. The Employer will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The Employee will be fully consulted before any such change is made

7.5. The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the Employee will be fully consulted before any such change is made

8. Developmental Requirements

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

9. Obligations of the Employer

The Employer shall:

9.1. Create an enabling environment to facilitate effective performance by the employee

9.2. Provide access to skills development and capacity building opportunities

9.3. Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee

9.4. On the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement

9.5. Make available to the Employee such resources as the Employee may reasonably require from time to time to assist him to meet the performance objectives and targets established in terms of this Agreement

10. Consultation

10.1. The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others –

10.1.1. A direct effect on the performance of any of the Employee's functions

10.1.2. Commit the Employee to implement or to give effect to a decision made by the Employer

10.1.3. A substantial financial effect on the Employer

10.1.4. The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in as soon as is practicable to enable the Employee to take any necessary action without delay

11. Management of Evaluation Outcomes

11.1. The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

11.2. A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:

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% Rating Over Performance %	% Rating Over Performance % Bonus
130 - 133.8	5%
133.9 – 137.6	6%
137.7 – 141.4	7%
141.5 - 145.2	8%
145.3 – 149	9%
150 – 153.4	10%
153.5 – 156.8	11%
156.9 – 160.2	12%
160.2 – 163.6	13%
163.7 – 167	14%

- 11.3. In the case of unacceptable performance, the Employer shall:
- 11.4. Provide systematic remedial or developmental support to assist the Employee to improve his performance
- 11.5. After appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his duties

12. Dispute Resolution

- 12.1. Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the Employee or any other person appointed by the MEC

13. General

- 13.1. The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer
- 13.2. Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments
- 13.3. The performance assessment results of the Municipal Manager must be submitted to the MEC responsible for local government in the relevant province as well as the National Minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus, done and signed at Guyana on this the 04 day of August 2025.

AS WITNESSES:

1. [Signature]

2. [Signature]

[Signature]
MAHATLANI TCF
EMPLOYEE

AS WITNESSES:

1. [Signature]

2. [Signature]

[Signature]
KHOZA VUSI DUNCAN
MUNICIPAL MANAGER



GREATER GIYANI MUNICIPALITY

PERFORMANCE PLAN

DIRECTOR PLANNING & LED: MAHATLANI TCF

2025/26 FY

Table of Contents

1.LEGISLATION
2.STRATEGIC OBJECTIVES
3.KPA 1: SPATIAL RATIONALE
4.KPA 2: INSTITUTIONAL TRANSFORMATION AND DEVELOPMENT
5.KPA 4: LOCAL ECONOMIC DEVELOPMENT
6.KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION
7.PERFORMANCE WEIGHTINGS PER KEY PERFORMANCE AREAS
8.PERFORMANCE EVALUATION
9.PERFORMANCE ASSESSMENT
10.PERSONAL DEVELOPMENT PLANS (PDP)
11.SIGNATURES

1.LEGISLATION

The following legislation governs the development of the SDBIP and Performance management plan and functions within the Budget and Treasury Office.

- Legislation Governing the Development of the SDBIP and Performance Contracts of Section 57 Managers

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· **Municipal Finance Management Act 56 of 2003 (MFMA)**, requires municipalities to develop Service Delivery and Budget Implementation Plan (SDBIP) and must be signed by the Mayor within 28 days after the budget has been approved.

· **Municipal Systems Act 32 of 2000**, requires municipalities to develop Performance Management Plan that must be reviewed quarterly. The performance management plan must be aligned to the IDP and indicate measurable and realistic targets for each Key Performance Indicator.

· **Performance Regulations, 2006**, for managers reporting to the municipal manager and the municipal manager, outlines the process of the development of Performance agreements. The MFMA, 56 of 2003, further requires that Section 56 manager and municipal manager must develop performance agreement that must be signed by the municipal manager and the Mayor respectively. This Performance plans must be linked to the SDBIP, IDP and Budget.

b. Legislation Governing the departmental Functions:

- The Constitution
- The Municipal System Act, 32 of 2000
- The Municipal Structures Act
- Municipal Finance Management Act 56 of 2003
- Performance regulations of 2006

2. STRATEGIC OBJECTIVES

Chapter two of the IDP indicates Municipal Strategic Objectives which further indicates what the municipality needs to achieve. These strategic objectives were developed to ensure that all National Key Performance Areas are addressed

Table A: Strategic Objectives are as follows:

KPA	STRATEGIC OBJECTIVES
1. Spatial Rationale	Integrated spatial and human settlement.
2. Municipal Transformation and Organisational Development	Improved governance and administration
3. Basic Service Delivery and Infrastructure Development	Improved access to sustainable basic services and Promote community well-being and environmental welfare
4. Local Economic Development	Integrated Local economy
5. Municipal Finance Management and Viability	Sound Financial Management and Viability
6. Good Governance and Public Participation	Improved governance and administration and Effective Community Participation

KPA 1: SPATIAL, KPA WEIGHT=57,9

OUTCOME NINE: RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM

OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES

STRATEGIC OBJECTIVE: INTEGRATED SPATIAL AND HUMAN SETTLEMENT

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No.	Development Objective	Programme	Key Performance Indicators/Measurable Objective	Baseline	Budget 2025/26	Annual Targets	1st Q Target	2nd Q Targets	3rd Q Targets	4th Q Targets	KPI Weight	Dept	Portfolio of Evidence
1	To develop an effective spatial framework that promotes integrated and sustainable development	Spatial and Town Planning	Number of Tribunal Sitings held	6 Tribunal sitings held	Operational	4 Tribunal Sitings conducted by 30 June 2026	1 Tribunal sitting conducted	1 Tribunal sitting conducted	1 Tribunal sitting conducted	1 Tribunal sitting conducted	5	P&DEV	Q1-Q4 Invitation, agenda and attendance register
2	To develop an effective spatial framework that promotes integrated and sustainable development	Spatial and Town Planning	Approval of Township establishment Ndengeza 500 sites from Surveyor General	Draft land use application for town establishment Ndengeza 500 sites from Surveyor General	Operational	Approval of Township establishment Ndengeza 500 sites from Surveyor General by 30 June 2026	N/A	Approval of Township establishment Ndengeza 500 sites from SG	N/A	N/A	5	P&DEV	Q2- Approval letter
3	To develop an effective spatial framework that promotes integrated and sustainable development	Spatial and Town Planning	Council approval of Mahumani Presinct plan	new Indicator	Operational	Council approval of Mahumani Presinct plan by 30 June 2026	Approved Complete plan for Mahumani Presinct Plan	N/A	N/A	N/A	5	P&DEV	Q1- Council resolution
4	To develop an effective spatial framework that promotes integrated and sustainable development	Spatial and Town Planning	Approval of Formalisation of Makosha Risinga Extension by Tribunal	new Indicator	Operational	Approval of Formalisation of Makosha Risinga Extension by 30 June 2026	N/A	Approval of Formalisation of Makosha Risinga Extension by Tribunal	N/A	N/A	5	P&DEV	Q2- Approval letter
5	To develop an effective spatial framework that promotes integrated and sustainable development	Spatial and Town Planning	Approved Subdivision Diagram of Municipal Parks by Surveyor	Rezoning and subdivision application for municipal parks to Tribunal submitted	Operational	Approved Subdivision Diagram of Municipal Parks from Surveyor by 30 June 2026	Submit application for municipal parks to Surveyor General	Approved Subdivision Diagram for Municipal Parks by Surveyor General	N/A	N/A	5	P&DEV	Q1- Proof of submission Q2- Approval letter

6	To develop an effective spatial framework that promotes integrated and sustainable development	Spatial and Town Planning	Review Spatial Development Framework	New Indicator	Operational	Review Spatial Development Framework by 30 June 2026	Review of the draft spatial development framework	N/A	Review final spatial development framework	N/A	5	P&DEV	Q1 - Draft reviewed SDF Q3 - Final reviewed framework SDF
7	To develop an effective spatial framework that promotes integrated and sustainable development	Spatial and Town Planning	Review Land use scheme	New Indicator	Operational	Review Land use scheme by 30 June 2026	Review of draft Land Use scheme	N/A	Review of final Land Use scheme	N/A	5	P&DEV	Q1 - Draft review LUS Q3 - Final reviewed LUS
8	To develop an effective spatial framework that promotes integrated and sustainable development	Spatial and Town Planning	Submit application for Site Demarcation in village (Mageva) to tribunal	New Indicator	Operational	Submit application for Site Demarcation in village (Mageva) to tribunal by 30 June 2026	N/A	N/A	Submit application for Site Demarcation in village (Mageva) to tribunal	N/A	5	P&DEV	Q3 - Stedemacation application and Proof of submission
9	To develop an effective spatial framework that promotes integrated and sustainable development	Spatial and Town Planning	Proclamation of Morogolo at Giyani Section A	New Indicator	Operational	Proclamation of Morogolo at Giyani Section A by 30 June 2026	N/A	Engage Traditional Authority	Engage Department of Rural Development	Lodge application for proclamation of Morogolo	5	P&DEV	Q2 Invitation, Register, Minutes, & agenda. Q3 - Invitation, Register, Minutes, & agenda. Q4 -
10	To develop an effective spatial framework that promotes integrated and sustainable development	Spatial and Town Planning	Number of Deeds Registration Of Sites to be submitted	New Indicator	Operational	12 Deeds Registration Of Sites to be submitted to COGHSTA by 30 June 2026	Submit 3 deeds application to COGHSTA	Submit 3 deeds application to COGHSTA	Submit 3 deeds application to COGHSTA	Submit 3 deeds application to COGHSTA	5	P&DEV	Q1 - Q4 Deeds register

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11	To develop an effective spatial framework that promotes integrated and sustainable development	Spatial and Town Planning	Submit land use application for Sikhunyani township establishment to Tribunal	land use application for Sikhunyani township establishment complied	Operational	Submit land use application for Sikhunyani township establishment to Tribunal by 30 June 2026	Submit land use application for Sikhunyani township establishment to Tribunal	N/A	Approval of land use application for Sikhunyani township establishment by Tribunal	N/A	5	P&DEV	Q1 - Proof of submission Q3- Approval letter
12	To develop an effective spatial framework that promotes integrated and sustainable development	Spatial and Town Planning	Conduct community resolution for Siyandani township establishment	New Indicator	Operational	Conduct community resolution for Siyandani township establishment by 30 June 2026	N/A	N/A	Conduct community resolution for Siyandani township establishment	N/A	5	P&DEV	Q3-Community resolution
13	To develop an effective spatial framework that promotes integrated and sustainable development	Spatial and Town Planning	Conduct feasibility study and compile a report for Dzingidzingi Township establishment	New Indicator	Operational	Conduct feasibility study and compile a report for Dzingidzingi Township establishment by 30 June 2026	N/A	N/A	Conduct feasibility study and compile a report	Develop Draft layout	5	P&DEV	Q3- feasibility study and report Q4-Draft Layout
14	To develop an effective spatial framework that promotes integrated and sustainable development	Spatial and Town Planning	Development of detail design for Golf Course	New Indicator	Operational	Development of detail design for Golf Course by 30 June 2026	Appointment of consultant for Golf Course	Development of detail design	N/A	N/A	5	P&DEV	Q1- Appointment letter Q2 Detail design
15	To develop an effective spatial framework that promotes integrated and sustainable development	Spatial and Town Planning	Submit subdivision and Rezoning application of 3 Municipal Properties (Thomo, Homu & Mageva) to Surveyor General	new Indicator	Operational	Submit subdivision and Rezoning application of 3 Municipal Properties (Thomo, Homu & Mageva) to Surveyor General by 30 June 2026	N/A	N/A	Submit subdivision and Rezoning application of 3 Municipal Properties (Thomo, Homu & Mageva) to	N/A	5	P&DEV	Q3- Proof of Submission and application

16	To develop an effective spatial framework that promotes integrated and sustainable development	Spatial and Town Planning	Conduct feasibility study and compile a report for Ngove Township Expansion	new Indicator	Operational	Conduct feasibility study and compile a report for Ngove Township Expansion by 30 June 2026	N/A	N/A	Conduct feasibility study and compile a report for Ngove Township Expansion	Develop Draft layout	5	P&DEV	Q3- feasibility study and report Q4-Draft Lay out
17	To develop an effective spatial framework that promotes integrated and sustainable development	Spatial and Town Planning	Conduct feasibility study and compile a report for Ngove township Establishment	New Indicator	Operational	Conduct feasibility study and compile a report for Ngove township Establishment by 30 June 2026	N/A	N/A	Conduct feasibility study and compile a report for Ngove township Establishment	Develop Draft layout	5	P&DEV	Q3- Feasibility study and report Q4-Draft Lay out
KPA 2: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT 5.26													
OUTCOME NINE: RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM													
OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY													
STRATEGIC OBJECTIVE: IMPROVED GOVERNANCE AND ADMINISTRATION													
No.	Development Objective	Programme	Key Performance Indicators/Measurable Objective	Baseline	Budget 2025/26	Annual Targets	1st Q Target	2nd Q Targets	3rd Q Targets	4th Q Targets	KPI Weight	Dept	Portfolio of Evidence
1	To ensure good governance of ICT	Information Technology	Number of IT Steering Committee Meetings to be attended	4 meetings held	Operational	4 IT Steering Committee meeting attended	1 IT Steering Committee meeting attended	1 IT Steering Committee meeting attended	1 IT Steering Committee meeting attended	1 IT Steering Committee meeting attended	50	P&DEV	Q1-Q4 Invitations and Attendance Register

TCF

48

2	To advise EXCO on policy matters and make recommendations to EXCO	Council Services	Number of Portfolio Committee Meetings to be attended	24 Portfolio Committee Meetings attended	Operational	12 Portfolio Committee Meetings (12 LED Per Portfolio Committee) attended by 30 June 2026	3 Portfolio Committee Meetings attended	3 Portfolio Committee Meetings attended	3 Portfolio Committee Meetings attended	3 Portfolio Committee Meetings attended	50	P&DEV	Q1-Q4 Notices of Invitations Agenda and Attendance Register
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KPA 4 : LOCAL ECONOMIC DEVELOPMENT (HIGHER SDBIP) KPA WEIGHT= 20

OUTCOME NINE: RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM													
OUTPUT 6: DEEPEN DEMOCRACY THROUGH A REFINED WARD COMMITTEE MODEL													
OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY													

No.	Development Objective	Programme	Key Performance Indicators/Measurable Objective	Baseline	Budget 2026/26	Annual Targets	1st Q Target	2nd Q Targets	3rd Q Targets	4th Q Targets	KPI Weight	Dept	Portfolio of Evidence
1	To Create An Enabling Environment For Sustainable Economic Growth	LED Forum	Number of LED Forums held	4 LED Forums held	Operational	4 LED Forums held by 30 June 2026	1 LED Forum held	1 LED Forum held	1 LED Forum held	1 LED Forum held	16.67	PLANNI NG & LED	Q1-Q4 Invitation, Minutes and Attendance Register
2	To Create An Enabling Environment For Sustainable Economic Growth	LIBRA	Number of Business Registration and Licensing adjudication committee meetings held	4 Business Registration and Licensing adjudication committee meetings held	Operational	4 Business Registration and Licensing adjudication committee meetings held by 30 June 2026	1 Business Registration and Licensing Adjudication Committee Meeting held	1 Business Registration and Licensing Adjudication Committee Meeting held	1 Business Registration and Licensing Adjudication Committee Meeting held	1 Business Registration and Licensing Adjudication Committee Meeting held	16.67	PLANNI NG & LED	Q1-Q4 Invitation, Minutes and Attendance Register

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3	To Create An Enabling Environment For Sustainable Economic Growth	SMME Support (Projects & Cooperatives	Number of SMME'S Supported Financially	4 SMME'S Supported financially	Operational	4 SMME'S Supported financially by 30 June 2026	N/A	N/A	N/A	4 SMME's supported financially	16.67	PLANNI NG & LED	Q4 Call for proposals, Application Form, Acknowledge ment letter and proof of payment
4	To Create An Enabling Environment For Sustainable Economic Growth	SMME Exposed to LED market	Number of SMME's exposed to LED market	5 SMME's exposed to LED market	Operational	4 SMME's exposed to LED market by 30 June 2026	N/A	N/A	2 SMME's exposed to LED market	2 SMME's exposed to LED market	16.67	PLANNI NG & LED	Q3-Q4 Invitation, Attendance register
5	To Create An Enabling Environment For Sustainable Economic Growth	SMME Exposed to pop up market	Number of SMME's exposed to pop up market	8 SMME's exposed to pop up market	Operational	4 SMME's exposed to pop up market by 30 June 2026	1 SMME's exposed to pop up market	1 SMME's exposed to pop up market	1 SMME's exposed to pop up market	1 SMME's exposed to pop up market	16.66	PLANNI NG & LED	Q1-Q4 Invitation, Attendance register
6	To Create An Enabling Environment For Sustainable Economic Growth	Planning and LED awareness	Number of Planning and LED Awareness to be conducted	4 Planning and LED Awareness conducted	Operational	4 Planning and LED Awareness conducted by 30 June 2026	1 Planning and LED awareness conducted	1 Planning and LED awareness conducted	1 Planning and LED awareness conducted	1 Planning and LED awareness conducted	16.66	PLANNI NG & LED	Q1-Q4 Invitation, Attendance register

6. KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION KPA WEIGHT=16.84%

OUTCOME NINE: RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM

OUTPUT 5: DEEPEN DEMOCRACY THROUGH A REFINED WARD COMMITTEE MODEL

OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY

No.	Development Objective	Programme	Key Performance Indicators/Measurable Objective	Baseline	Budget 2025/26	Annual Targets	1st Q Target	2nd Q Targets	3rd Q Targets	4th Q Targets	KPI Weight	Dept	Portfolio of evidence
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1	To develop governance structures and systems that will ensure effective public consultation and organizational discipline	Performance Management	Number of quarterly reports (SDBIP, Back to Basics, and Circular 88) submitted to the PMS Unit within 12 calendar days after the end of each quarter	12 Compliance Reports (SDBIP, Back to Basics, and Circular 88) submitted to PMS	Operational	12 quarterly reports (SDBIP, Back to Basics, and Circular 88) submitted to PMS by 30 June 2026	Submit 3 quarterly reports (SDBIP, Back to Basics, and Circular 88) to the PMS Unit within 12 calendar days after the end of each quarter	Submit 3 quarterly reports (SDBIP, Back to Basics, and Circular 88) to the PMS Unit within 12 calendar days after the end of each quarter	Submit 3 quarterly reports (SDBIP, Back to Basics, and Circular 88) to the PMS Unit within 12 calendar days after the end of each quarter	Submit 3 quarterly reports (SDBIP, Back to Basics, and Circular 88) to the PMS Unit within 12 calendar days after the end of each quarter	14.28	P & Dev	Q1-Q4 Submission Register, Reports and POEs
2	To develop governance structures and systems that will ensure effective public consultation and organizational discipline	Integrated Development Planning	Review the IDP for 2025/2026 and development of 2026/27 IDP financial year	Reviewed IDP for 2024/2025 and developed 2025/26 IDP financial year)	Operational	Review the IDP for 2024/2025 and development of 2025/26 IDP financial year by 31 May 2026	Development and adoption by Council of IDP process plan	Development of analysis phase of IDP and conduct strategic planning	Conduct IDP Rep Forum, adoption of Draft IDP by Council 31 March 2026	Conduct public participation and IDP Rep Forum, adoption of Final IDP by Council 31 May 2026	14.28	P & Dev	Q1 Council Resolution (Adopted Process Plan), Q2 Draft Analysis phase(Chapter) Q3 Council Resolution (Draft IDP)
3	To develop governance structures and systems that will ensure effective public consultation and organizational discipline	Risk Management	Number of risk management committee meeting held	4 Risk management Committee meeting held	Operational	4 Risk management Committee meeting held by 30 June 2026	1 Risk management Committee meeting held	1 Risk management Committee meeting held	1 Risk management Committee meeting held	1 Risk management Committee meeting held	14.28	P & Dev	Q1-Q4 Minutes and Attendance Register
4	To develop governance structures and systems that will ensure effective public consultation and organizational discipline	Risk Management	% of total number of risk implemented (Strategic and Operational)	59% (136/236) of risk implemented Strategic and Operational	Operational	100% of total number of risk implemented (Strategic and Operational) by 30 June 2026	100% of risk implementation plan (Strategic and Operational)	100% of risk implementation in plan (Strategic and Operational)	100% of risk implementation plan (Strategic and Operational)	100% of risk implementation in plan (Strategic and Operational)	14.29	P & Dev	Q1-Q4 Updated Risk register

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5	To develop governance structures and systems that will ensure effective public consultation and organizational discipline	Internal Auditing	% of findings resolved in the AG(SA) Action Plan	14% of findings (07 out of 49) resolved in the AG(SA) Action Plan	Operational	100% of findings resolved (Planning & LED) in the AG(SA) Action Plan by 30 June 2026	100% of findings resolved (Planning & LED) in the AGSA's Action Plan	N/A	50% of findings resolved (Planning & LED) in the AGSA's Action Plan	100% of findings resolved (Planning & LED) in the AGSA's Action Plan	14.29	P & Dev	Q1-Q3 & Q4 Updated Audit Action Plan
6	To develop governance structures and systems that will ensure effective public consultation and organizational discipline	Internal Auditing	Number of Audit and Performance Audit Committee meetings to be held	9 Audit and Performance Committee meeting held	Operational	4 Audit and Performance Committee meeting held by 30 June 2026	1 Audit and Performance Committee meeting to be held	1 Audit and Performance Committee meeting to be held	1 Audit and Performance Committee meeting to be held	1 Audit and Performance Committee meeting to be held	14.29	P & Dev	Q1-Q4 Attendance Register, and Minutes
7	To develop governance structures and systems that will ensure effective public consultation and organizational discipline	Internal Auditing	% of findings resolved in the Internal Audit Plan	60.45% of findings (133 out of 220) resolved in the Internal Audit action Plan	Operational	100% of findings resolved (Planning & LED) in the Internal Audit Action Plan by 30 June 2026	100% of findings resolved (Planning & LED) in the Internal Audit Action Plan	100% of findings resolved (Planning & LED) in the Internal Audit Action Plan	100% of findings resolved (Planning & LED) in the Internal Audit Action Plan	100% of findings resolved (Planning & LED) in the Internal Audit Action Plan	14.29	P & Dev	Q1-Q4 Updated Internal Audit Action Plan

The criterion upon which the performance of the employee must be assessed consists of 2 components both of which must be contained in the performance agreement.

The employee will be assessed against both components, with a weight of 80:20 allocated to the Key Performance Areas (KPA's) and the Core Competency Requirements (CCRs), respectively. Each area of assessment will be weighted and will contribute a specific part to the total score. KPAs covering the main areas of work will account for 80% and CCR will account for 20% of final

Table B: WEIGHTING ON KPAs

KEY PERFORMANCE AREAS		WEIGHT
1. Spatial Rationale		57.9%
2. Municipal Transformation and Organisational Development		5.26%
3. Basic Service Delivery and Infrastructure Development		-
4. Local Economic Development		20.00%

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5. Municipal Finance Management and Viability	-
6. Good Governance and Public Participation	16.8%
TOTAL WEIGHTING	100%

CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES (CCR)	
Core Managerial and Occupational Competencies	Weight
Strategic Direction and Leadership	8%
Program and project Management	7%
Financial Management	6%
Change Leadership	6%
Knowledge Management	7%
Service Delivery Innovation	6%
Problem Solving and Analysis	6%
People Management and Empowerment	6%
Governance Leadership	6%
Communication	6%
Honesty and Integrity	6%
CORE COMPETENCY REQUIREMENT FOR EMPLOYEES(CCR)	
Core Occupational Competencies:	
Interpretation and implementation within the legislative and national policy frameworks	5%
Knowledge of developmental local government	5%
Knowledge of performance management and reporting	5%
Competency in policy conceptualisation, analysis and implementation	5%
Knowledge of more than one functional municipal field/discipline	5%
Competency as required by other national line sector departments	5%
Total percentage	100%

.PERFORMANCE EVALUATION

Performance evaluation will be done in line with section 23(c) of the Performance Regulation of 2006: Performance Regulation of Managers Reporting to the Municipal Manager and the Municipal Manag

10.PERFORMANCE ASSESSMENT

	Score	Definitions
Outstanding Performance	5	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.

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Performance Significantly Above Expectations		
Fully Effective	4	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
Not Fully Effective	3	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
	2	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
Unacceptable Performance		Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.
	1	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

11. PERSONAL DEVELOPMENT PLANS (PDP)

Section 29 of the Performance Regulation of 2006 requires that managers must develop personal Development Plan that must address all gaps and this plan must be part of the performance agreement.

This performance is signed in line with the Municipal Finance Management Act 56 of 2003. All s57 Managers are required performance plan and sign performance agreements with the accounting officer
This performance plan serves as an Annexure to the signed Performance Agreement.

12. SIGNATURES

SIGNATURES

DIRECTOR: PLANNING & LED
MAHATLANI TCF (EMPLOYEE)

MUNICIPAL MANAGER
KHOZA VD (EMPLOYER)